

BUSINESS & INDUSTRIAL COORDINATING
COUNCIL

POLICIES & PROCEDURES MANUAL



46 BRANFORD PLACE
NEWARK, NEW JERSEY 07102

ROLAND E. STEWART
EXECUTIVE DIRECTOR


TABLE OF CONTENTS

Forward	
Background & Purpose of BICC	1
Confidentiality	3
Conditions of Employment	4
General Information	4
Discrimination & Coercion	4
Disciplinary Actions	4
Probationary Period	5
Salary	5
Employee Performance Evaluation	6
Absences	7
Personal Absences	7
Sick Absences	7
Special Absences	8
Regular & Summer Schedule	8
Overtime	9
Holidays	9
Vacations	10
Termination of Employment	11
Dismissal	11
Release	12
Resignation	13
Severance Pay	13

Complaint & Grievance Procedure	14
Employee Benefits	14
Retirement Program	14
Hospital and Medical	15
Workmen's Compensation	15
Social Security	15
United Community Fund	16
Personnel Matters	16
Personnel Records	16
Change of Address	17
Outside Employment	17
Personal Visitors	17
Expenses	18
Travel	18
Meals	18
Appendix A Supervisory Criteria For Performance Evaluation	
Appendix B Evaluation Form	
Appendix C BICC Organizational Chart	

FORWARD

In order to keep co-workers fully informed about policies, objectives, working conditions and procedures related to the Business and Industrial Coordinating Council (BICC), this manual has been developed and revised to bring understanding to its employees. Prepared to ease your mind, it may not answer all questions which may arise concerning policy, practices, or personnel. We encourage you to consult your immediate supervisor or Executive Director for interpretation or additional information.



Roland E. Stewart
Executive Director

(..)

BACKGROUND & PURPOSE OF BICC

The BICC is a non-profit Agency working to secure, for every citizen, equal opportunity to develop his fullest potential and to share equitably the rewards and responsibilities of American citizenship. The BICC trained staff is supported in its work by volunteers. These volunteers are drawn from business, government, religion, labor, education, civil rights groups, and the community, with special emphasis on the non-white population.

The BICC attacks the problems of segregation and discrimination by conducting programs, preparing and presenting the facts to the community at large and to specific agencies, businesses and organizations. The facts include objective goals and standards and results achieved by the businesses and organizations. When necessary, the Agency will set up and maintain projects e.g. LMTP, SEED, Computer Matching Services. The BICC places special interest on manpower as it pertains to employment (innovative job development), unemployment and underemployment.

The Agency is controlled by its own Executive Committee, who has the authority and responsibility for the BICC's finances and actions. The Executive Committee may delegate authority to the staff of the Agency particularly the Executive Director. The committees of the Agency include the Executive Committee and nine standing committees:

- Community Affairs
- Education
- Employment
- Finance
- Membership and Consultation
- Public Relations
- Research and Program
- Testing
- Training

Additional sub-committees may be created as the need arises by the Executive Committee.

Former BICC Co-Chairmen retain their membership on the Board to afford the Agency the continued benefit of their valued experience. Likewise, At-Large Board Members will be drawn from the major, relevant organizations in the community. Special Expertise members will be considered Consultants.

The Executive Director is the chief executive official of the Agency. The administration of the Agency is his responsibility. He is charged with implementing the policies, directives and decisions of the Executive Committee. The Executive Committee can expect the Executive Director to supply the creative and innovative direction required for the Agency to perform with purpose and economy.

This organization has the right to require each employee to subscribe to the basic philosophies of the Agency and to adhere to policies enunciated by its Executive Committee.

CONFIDENTIALITY

Many areas arise in any office that are of a confidential nature. This is particularly true of an agency like the BIOC which deals with scores of persons, companies, agencies, and handles personal records related to them. It is imperative therefore, that each employee keep in strictest confidence whatever information he may acquire concerning the affairs of the BICC and/or its clients. Any deviation from this regulation is cause for immediate and summary dismissal. The name, premises, and office facilities of the BICC shall not be used by an employee for partisan political purposes.

The freedom with which an employee may express himself on matters of general or community concern shall be subject only to such limitations as apply to any citizen, and by the BICC's status as a tax-free and tax-exempt organization. When an employee wishes to speak on an important policy on which the BIOC has not taken a position, he shall make every reasonable effort to clarify, and emphasize the fact that he is not speaking or acting as a representative of the Agency.

CONDITIONS OF EMPLOYMENTGeneral Information

All applications for employment shall be submitted in writing and shall be supplemented by personal interviews with the individual responsible for making the choice. Job specification sheets shall be made available to prospective candidates when applicable and all candidates interviewed shall be informed whether or not they were chosen. Salary may be determined by the Executive Director in accordance with conditions listed under "salary". The responsibility for the selection and hiring of the Executive Director shall rest with the Executive Committee or a committee of its choice and be approved by the Executive Committee. The Executive Committee will determine the Executive Director's salary.

Discrimination and Coercion

There shall be no discrimination, interference or coercion by the Agency or any of its agents against the employees because of race, creed, color, sex, national origin or religion. BIOC is indeed an equal opportunity employer.

Disciplinary Actions

Disciplinary actions shall be taken based upon the facts and merits of each activity incurring such an end result. Disciplinary action will be determined by the Executive Director based upon each case or instances related to a problem area. Should the decision of the Executive Director's action be deemed unjustifiable or inequitable by the employee, the employee may institute a complaint under the grievance procedure.

Probationary Period

All full-time employees shall be required to serve a probationary period of three (3) months after which time an evaluation report may be completed in accordance with Appendix A.

Two weeks before the expiration of the probationary period the employees shall be notified by either the Co-Chairmen of the Board of Directors or the Executive Director whether or not he is to be continued. If he is retained, his employment shall be computed from the date of the original employment. The probationary period may be extended if both parties agree that it is desirable in order to reach a fair decision as to the retention or release of the probationary employee. As soon as a determination is made that an employee will not be able to carry out job assigned duties, he should be notified by either or both Co-Chairmen of the Executive Committee or Executive Director and terminated.

Salary

Salaries will be commensurate with skill, experience, comparable positions and the availability of funds. Where practicable, salary schedules will be maintained and posted with minimum and maximum limits for positions in the agency. There will be utmost flexibility for positions provided by grants.

Raises & increments may be granted at six month intervals dependent upon the employees performance, evaluation, and recommendation of the Executive Director.

Approved by Ex Comm.

final approval?

Employee Performance Evaluation

Continuation of employment in a position shall be based on satisfactory or better performance by an employee. An employee who successfully completes the 3-month probationary period and who continues to meet the Agency's standards of performance has the right to continue his employment without fear of arbitrary demotion or dismissal.

Performance evaluations shall be made at least every six months. A formal written evaluation shall be prepared by the Executive Director or immediate supervisor of an employee in accordance with Appendix A. A copy will be given to the employee and one put into the employee's personnel file. (See Appendix B). The Executive Committee shall be considered the supervisor of the Executive Director. Evaluations will be the basis for increments based upon growth, potential, and effectiveness of the employee.

Also considered will be the employee's ability and development for possible promotion. A recommendation for or against salary increment and percentage of basic salary, between 3 and 6%, will be made at the time of evaluation.

% set by Finance Comm.

ABSENCES

Personal Absence

Employees shall be excused for personal absences only when there is no other time to accomplish personal business. Such leaves should be brief and, if possible, time loss can be made up by corresponding overtime. When it is impossible to make up the loss of time, the leave can only be given if agreed to by the Executive Director, and pay for such time beyond a day can only be granted if agreed to by the Executive Committee.

Sick Absence

The Administrative Secretary shall keep accurate records of used and unused sick leave credits for all employees. Regulations regarding sick leave shall be as follows:

All employees earn sick leave at one (1) day per month of paid employment, beginning the month following the probationary period. Employees may accumulate sick leave up to a maximum of thirty (30) days. Under no circumstances will payment be made for unused sick leave.

Employees shall report sickness absences to their supervisor the first thing in the morning. An employee who is ill and absent from the office for a period of one or more consecutive working days may be required to present a statement from the attending physician upon his return to duty or submit relevant evidence which will justify the absence from work. Vacation credits continue to accrue during sick leave.

Special Absences

Employees may receive leave with pay under the following condition's upon approval of the Director.

- (1) Death in immediate family - up to three days. Immediate family is considered to include spouses, parents, step parents, grandparents, siblings, children, mother and father in-law, and step relationships.
- (2) Jury Duty - Employees must present a request from the court and evidence that they in fact served.
- (3) Military Duty - Employees who are members of the National Guard or Armed Service Reserve Units are entitled to military leave for a maximum of fifteen days a year. Employees must present orders attesting to their service.

Vacation and sick credits continue to accrue during special absences.

REGULAR & SUMMER SCHEDULE

The office has a normal work week (Monday - Friday) of thirty-five (35) hours. The office shall operate on a schedule from 9:00 a.m. to 5:00 p.m. with one hour for lunch. The lunch periods are between the hours of 12:00 noon and 2:00 p.m. Lunch periods are to be arranged so that the office is covered adequately throughout the work day.

Clerical, technical, and administrative employees shall be allowed one rest period in the morning and one in the afternoon, not to exceed ten minutes each.

OVERTIME

Overtime is not to be encouraged. However, it is recognized that the day's duties on occasion may need to carry beyond the normal closing hour and that such occasional extra service does not count as overtime. In highly unusual situations, overtime for administrative, technical, and clerical staff may be authorized by the Executive Director. Work on Saturday or evening or holidays may be considered overtime. The employee shall be reimbursed by compensatory time, hour for hour. Recompensed time cannot be authorized for less than two (2) hours or more than five (5) in any one day, excluding Saturday, Sunday and holidays. Authorized overtime is to be certified in writing by the employee and the memorandum countersigned by the Executive Director.

HOLIDAYS

BICC employees shall have the following holidays:

- | | |
|-----------------------|--------------------|
| ✓ New Year's Day | ✓ Independence Day |
| Lincoln's Birthday ○ | ✓ Labor Day |
| Washington's Birthday | Columbus Day ○ |
| Good Friday | ✓ Thanksgiving |
| ✓ Memorial Day | ✓ Christmas |

If a holiday falls on Sunday, the following Monday shall be considered the holiday. The Executive Director shall have discretion to amend or revise time off based upon local conditions and practice. Time off to vote shall be granted as required. Members of the Hebrew faith will also be allowed holidays on Rosh Hoshona and Yom Kippur.

25 wing days

PE?

VACATIONS

Vacation plans shall be made as early as possible in the calendar year, in consultation with staff supervisors and/or the Executive Director. The Administrative Secretary shall keep accurate records of used and unused vacation credits for all employees.

All vacation credits are computed on the basis of continued months of service prior to June 1st. of each year. The regular vacation period is between June 1st. and September 30th., the employee shall be required to give the office ample notice of the period selected so that the necessary clearance can be arranged.

Saturdays, Sundays and legal holidays observed by the Agency are not charged as part of vacation.

No vacation shall be granted to any employee who has not served a minimum of three months of continuous service. Vacation is not granted to probationary staff members if termination of service occurs during the probationary period.

Vacations are taken in time-off duty. Under no circumstances may staff members serve the Agency during a vacation period to earn extra salary, either at their own request or for the convenience of the organization.

Annual vacation allowance shall be computed at the employees rate of pay at time of vacation as follows:

Administrative, Clerical and Technical Staff

After three months to one year of continuous employment on a prorated basis of 3/4 of a day for each month of service.

After one year of continuous employment, 10 working days.

Executive Staff

After three months to one year of continuous employment on a prorated basis of 14 days for each month of service.

After one year of continuous employment, one month or 23 working days.

Temporary and Special Employees

Employees hired for part-time and temporary periods shall receive vacation allowance similar to regular employees only if they worked on a regular schedule for more than three months and the schedule was fifteen hours a week or more.

It should be understood that vacation schedules are subject to change, or even cancellation, should unforeseen circumstances arise which justify such action; that is, the needs of the Agency outweigh the convenience of an individual employee. Also, each vacationing employee shall keep the office informed of how he may be contacted within a reasonable time in case of emergency. However, the Agency should exercise the right to disturb the vacation only when no alternative is available. Allowed vacation time not taken by an employee does not accumulate.

TERMINATION OF EMPLOYMENT

Dismissal

The term "dismissal" refers to termination of employment by the Agency because of unsatisfactory job performance or for disciplinary reasons resulting from suspension. For unsatisfactory job performance, employees shall receive a dismissal notice of two weeks except Executive employees who shall receive a notice of one month unless the Executive employee is in the probationary period, when fifteen (15) day's notice is required.

When dismissal for unsatisfactory job performance is considered not the malicious or planned action of the employee, current vacation credits shall be allowed and shall be given prior to actual date of separation. Financial compensation may be in lieu of dismissal notice depending upon administrative judgment.

An employee who has been notified of dismissal and believes the action unfair, may have such complaint considered in accordance with procedures provided under Grievance Procedures, provided he notifies the Agency of such complaint in writing within fifteen days after the effective date of such action. If time to clear a case runs beyond the period an employee receives monies from the Agency and he is cleared, he shall be reinstated without loss of pay and no interruption of service. However, the facts presented in the case shall be made a part of his permanent personnel record.

Release

The term "release" refers to termination of employment by the Agency for reasons beyond the control of the employee and bears no relation to employee job performance or conduct. Should the Agency be unable to continue a full-time employee (who has rendered satisfactory or better service) in his current position, because of budget cuts, reorganization or discontinuance or curtailment of a department, division or area of service, and is unable to offer some other mutually satisfactory assignment, the employee shall be released. Notification of release shall be given to the employee in writing by the Co-Chairman one month in advance of the date of separation for Executive staff and two weeks for all other employees by the Executive Director.

Severance pay shall prevail in accordance with the provision of this personnel manual.

Current vacation credit shall be allowed and shall be given either in days prior to the actual date of separation or by financial compensation, depending upon administrative judgment.

Resignation

The term "resignation" refers to the voluntary termination of employment on the part of the employee. In the event of resignation, the Agency must receive a written notice fifteen (15) days in advance of date of leaving except Executive employees who shall give thirty (30) days written notice in advance of date of leaving. Current vacation credit shall be allowed and shall be given either in days prior to the actual date of separation or by financial compensation, depending upon administrative judgment.

Severance Pay

A regular employee who has had a period of continuous service with the Agency for two (2) or more years, whose service during this period has been satisfactory or better, shall be entitled to severance pay if he is released from service because of budget cuts, reorganization, or discontinuance or curtailment of an area of service.

Severance pay shall be in accordance with the following:

Regular employees with two (2) to five (5) years' service -- one month's pay at the employee's current rate.

Regular employees with six (6) to nine (9) years' service -- two month's pay at the employee's current rate.

Regular employees with ten (10) or more years of service -- four (4) month's pay, plus an additional sum to be agreed upon by the action of the Board of Directors.

In no instance shall the severance pay exceed a total of twelve (12) month's pay at the employee's current rate.

COMPLAINT & GRIEVANCE PROCEDURE

Any employee who believes he has a justifiable request or complaint shall first discuss the matter with the Executive Director. If the matter is not satisfactorily disposed of, the employee shall be free to carry such request or complaint to the Executive Committee. If no mutually acceptable resolution is achieved, the matter will then be turned over to the Personnel Committee whose decision and action shall be deemed final. Complaints or grievances may be presented in writing.

A grievance by the Executive Director shall be discussed with the Co-Chairman and if not settled, brought to the Personnel Committee. If no mutually acceptable resolution is achieved, the matter will then be turned over to the full Executive Committee whose decision and action shall be deemed final.

EMPLOYEE BENEFITS

Retirement Program

In addition to Social Security, BIOC contributes a major portion of the cost of the Retirement and Group Insurance program for permanent employees provided by the National Health & Welfare Retirement Association, Inc. Permanent employees also contribute 3% of their salary up to \$4,800 plus 6% over \$4,800 to the program.

Requirements for employee inclusion in this program are:

- (1) Must be a regular permanent employee.
- (2) Must be 25 years of age or older.
- (3) Must not have reached his 60th. birthday.
- (4) Must be employed for one year for which BIOC service prior to April, 1968 is valid.

OR

- (5) Must have been a participant in the National Health and Welfare Retirement Association with a transferable account.

An employee is eligible for coverage as of January 1st. on which he has completed the preceding requirements.

Hospital and Medical

- (a) Blue Cross and Blue Shield

BIOC pays 100% of this coverage for permanent employees through United Community Fund of Essex and West Hudson Counties, Inc. (UCF) group enrollment in Hospital-Medical Service Plan of New Jersey. New employees may be enrolled in the group at enrollment time which is May or November for coverage effective July 1st. or January 1st.

- (b) In addition to Blue Cross and Blue Shield, Major Medical coverage is provided on a voluntary basis through Prudential Insurance Company within the group plan of UCF. This insurance provides benefits, under contract conditions, up to \$10,000 in any one year.

Workmen's Compensation

The Agency provided Workmen's Compensation, at no cost to the employee, covering all employees in case of injury. Employees shall fully comply with the rules and regulations stipulated by the insuring agency. A copy of these rules and regulations are available to the employees from the Administrative Secretary.

Social Security

Employees of the Agency are enrolled under the Federal Old Age and Survivors

Insurance Program. Participation is financed by a tax on the employer and on each individual employee at a rate prescribed by law. Full information is available from the Administrative Secretary.

UNITED COMMUNITY FUND *Way*

Was
United Community Fund and Council of Essex And West Hudson Counties, Inc.

Way
The United Community Fund and Council provides the opportunity to all employees to participate in this voluntary, charitable contribution plan through payroll donation. *W* ~~WCF~~ benefits over 100 health and welfare agencies. A suggested contribution scale made effective by signing the employee authorization card is:

Clerical employees --- one hour's pay a month

All other employees -- 1% of salary.

PERSONNEL MATTERS

Personnel Records

The agency shall maintain a personnel file for every employee, consisting of:

Records of personal history, including information on education and training, and experience.

Letter of recommendation and references.

Statement of terms of employment including medical waivers, if any, signed by the employee and employer's representative.

Attendance records, evaluations, supervisor's reports, etc.

This file shall be kept accurate and up to date and shall include all materials relating to changes in status, job titles, job grades, etc., and any other

matters having a bearing on the individual employee's relationship to the Agency. An employee may examine his file with his supervisor at any time.

Changes of Address & Telephone Number

All changes in employee's personal address or telephone number are required to be reported immediately to the Executive Secretary or other record keeping person.

Outside Employment

Those who are employed on a full-time basis are expected to utilize their time off the job for necessary leisure and recreation. Acceptance of other employment shall be permitted only by special permission of the Executive Director who shall consider the suitability of the outside position, including the possibilities of its effect on the efficiency of the employee on his BICC job and its compatibility with his BICC employment. The Co-Chairmen's permission is required to permit the Executive Director to accept other employment. The Executive Committee's permission is required to supplement any employee's salary for extra work done on special projects of the Agency.

Personal Visitors

The conduct of personal social activity or personal business during office hours is discouraged. However, should any employee find it necessary to conduct personal business during office hours, the business should be conducted as briefly as possible and in privacy.

EXPENSESTravel

Employees of the Agency shall be reimbursed for approved use of their personal automobiles at the rate of 10 cents a mile. The mileage rate shall be supplemented by payments of tolls and parking fees. Staff using their personal automobiles are required to carry insurance, a minimum of \$50,000 liability for each occurrence, and \$10,000 liability for property damage.

As long as the Agency does not compensate employees for overtime, they shall have a meal allowance of \$2.25 for those who work through a second meal period.

Employees shall be reimbursed for costs incurred in connection with attendance at luncheons, conferences, etc., when they attend at the request of the Agency.

Meals

For those who must attend such functions as part of their duties, the cost will be reimbursed as follows:

- (a) Luncheons ... deduct \$1.00 from cost, charge balance
- (b) Dinners ... Charge total

For reimbursement, itemize on petty cash slip

Name of Organization

Type of meeting or luncheon *plus place*

Date

The practice of buying luncheons or dinners for those people you meet in the line with your duties should be exercised with great discretion. Reimbursement approval must be secured from the Executive Director.

INSTRUCTION

Supervisory Criteria For Performance Evaluation

The following criteria are to be used in rating a BICC employee. Please show NA (not applicable) when it applies. The employee will have his evaluation discussed with him and signed that he received a copy. A summary is required on each employee.

- A. Drive and Initiative: Is employee self motivated? Are job duties accomplished with energy and without need for close supervision? High personal work standards? Consider employee interest in self-development. Does he show concern for his duties?
- B. Intelligence and Judgment: Consider speed of learning, mental alertness, soundness of decisions and ability to set priorities. Are long range consequences considered in making current decisions?
- C. Confidence: Does employee believe in his own ability? Can he make decisions? Does he display the proper degree of confidence? Is he forceful? Does fear of controversy inhibit constructive criticism? Is employee a "yes" man?
- D. Administrative Ability: Consider organization, planning control, delegation where appropriate, plus productivity, and use of time.
- E. Integrity: Consider ethics. Are dealings with others always fair and honest?
- F. Personality: Consider ability to get along with others, emotional stability, ability to accept change, flexibility, and ability to work well under stress or uncertain conditions.
- G. Creativeness: Does employee develop sound new ideas? Approach problems from a new direction? Is he able to depart from "book" solution?
- H. Communication: Consider ability to communicate ideas to others through written and oral expression. Also consider ability to grasp the meaning and intent of the communications of others. Consider perception.
- I. Professional Knowledge: Consider degree of competence, strength, weaknesses, and extent of formal or informal training.
- J. Relationship with Clients and Other Agencies: Consider ability to get along with others, emotional stability, ability to accept change, flexibility, ability to work well under stress or uncertain conditions, cooperation, willingness to help, kept promises, and communication.
- K. Response to Supervision: Attitude, consider loyalty to the agency and his supervisor(s).
- L. Record Keeping: Are records and reports accurate and timely? Does employee understand why they are necessary?
- M. Attendance: Is employee punctual? Consider absenteeism, and whether employee phones supervisor about absences.

business and industrial coordinating council

46 BRANFORD PLACE • NEWARK, NEW JERSEY 07102 • AREA CODE 201 622-0272

ROLAND E. STEWART, EXECUTIVE DIRECTOR

BICC EMPLOYEE PERFORMANCE EVALUATION

NAME: _____

DATE: _____

POSITION: _____

RATING SCALE

1. Superior
2. Above Average

3. Average
4. Below Average

5. Inferior

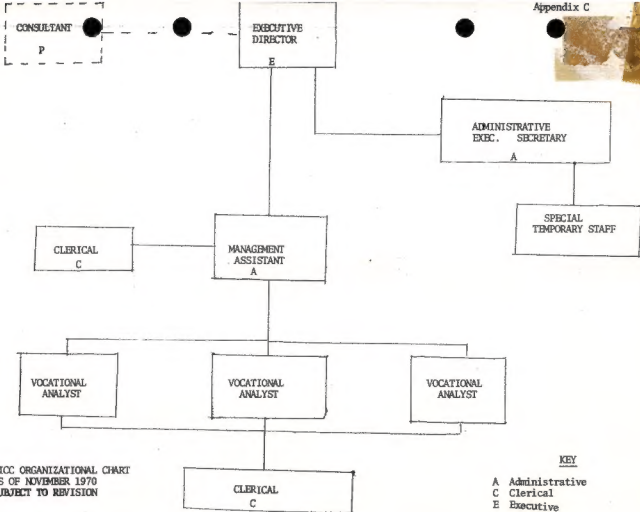
AREAS OF EVALUATION

- A. Drive & Initiative _____
- B. Intelligence & Judgment _____
- C. Confidence _____
- D. Administrative Ability _____
- E. Integrity _____
- F. Personality _____
- G. Creativeness _____
- H. Communication _____
- I. Professional Knowledge _____
- J. Relationship with people, applicants, co-workers _____
- K. Response to Supervision _____
- L. Record Keeping _____
- M. Attendance _____

SUMMARY & RECOMMENDATION:

Received: _____

Date: _____



BICC ORGANIZATIONAL CHART
AS OF NOVEMBER 1970
SUBJECT TO REVISION

KEY

A Administrative
C Clerical
E Executive
P Professional
T--Technical

Salary Structure

Below are typical Bench Mark Job Descriptions:

Title: TYPIST CLERK Occ. Code No. 2241 Job No. 01
Description: Routine Typing Grade Level 10
Division: _____ Location: CORPORATE Date _____

FUNCTIONS: Type a variety of letters, reports, tabulations, charts and similar work from draft copy or longhand notes.

DUTIES AND RESPONSIBILITIES:

Correct errors in spelling, grammar, punctuation, etc., proof read own and others work; type masters for copying purposes.

May transcribe directly on typewriter from dictating machine.

Perform miscellaneous clerical duties such as filing, posting and sorting.

May require use of calculating machine in performing simple arithmetic computations.

Work in accordance with detailed instructions but may determine setup and arrangement for typing.

Title: TYPIST CLERK Occ. Code No. 2241 Job No. 01
Description: Comprehensive Typing Grade Level 20
Division: _____ Location: CORPORATE Date _____

FUNCTIONS: Perform comprehensive typing of a specialized or statistical nature.

DUTIES AND RESPONSIBILITIES:

Involves use of such machines as varityper, proportional spacing, large open end carriage, and other specialized or memory driven machines to set up and type complicated material including drafting tracings.

Works in accordance with established procedures but has considerable latitude in arranging format of typed material.

Involves routine discussions with individuals submitting work usually concerning set-up and arrangement of material.

Perform general clerical duties.

JOB CHARACTERISTICS:

Requires additional knowledge and experience on specialized equipment to perform work beyond the scope of normal typing jobs in working out unusual and complicated arrangements of material from rough notes and general instructions.

TYPICAL STRUCTURE

% FIGURES ARE AVERAGE APPROXIMATIONS

